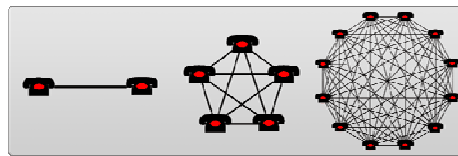**NITRD Collaboration 2.0**
Response to
RFI to inform the NITRD Five-Year Strategic Plan
August 25, 2008

NITRD Future State Vision

The Collabworks/Touchstone Consulting Consortium represents the best of innovative process & methodology to leverage Web2.0, collaborative project technology, and proven government agency transformation & innovation. We have chosen to focus our response on a key element of NITRD's success; **_Collaboration 2.0_**. Our combined thought leaders view this time-value infrastructure-like capability as a critical element in the adoption of true "**network-effec**t" driven organic innovation and rapid problem solving with an open channel for continuous adoption of commercial leading practices. Over the five year horizon NITRD will be more integrated with needs, more nimble to competitive threats, and far more leveraged with R&D efforts that matter both domestically and among international partners. This Collaboration 2.0 model will shift away from the traditional top down doctrine that causes many critical initiatives to perish from sheer inertia.

Metcalfe's Law is the core value proposition of Collaboration 2.0

Collaboration 2.0 is not about tools, meetings, or events. It about identifying shared problems and issues within a network of users, leveraging solutions among users and forming trusted relationships with suppliers addressing a network of users. Metcalfe's law **(now called "the network effect")** states that the value of a telecommunications network is proportional to the number of users of the systems. , if only one person had a phone, the system wouldn't be very useful, but as more phones are added, the value of the network increases dramatically. In other words, the more that participate in the network the greater the value to all participants.

The Internet itself and several social sites, including Wikipedia, eBay and Skype are clear examples of network effects – the more that participate the more value for all the participants. Several important books have been written in the past three that describe the evolution of society, consumerism, and business as a result of the network effect. Included among them are: The Long Tail, Open Business Models, Wikinomics, The Wisdom of Crowds, and The Starfish and the Spider. CollabWorks is the catalyst that enables the network effect for entities. NITRD can now hardness a collaborative infrastructure to transform events, forums, and meetings into problem solving networks that grows organically as the network effect creates more value for each participant.

The Collaboration 2.0 challenge

- Maintain pace innovation pace and relevancy with industry evolution driven by global competitive forces
- Traditional trickle down R&D from government to commercial will matter less. Foreign states, particularly rough states will leverage commercial evolution rather than internal R&D
- Therefore, NITRD strategies, dialog, action need to flow from an commercial-government network

NITRD Development & Execution

- Focus on the macro, act on the micro; don't allow "business-as-usual to stifle collaboration & innovation
- Organic, not top down; 1-5 year horizon demands asymmetric problem solving capability. Our adversaries use this advantage, beating top down approaches with less cycle time and far fewer resources
- User driven demand pull via collaboration – meaning the solution starts with the user not the supplier
- Collaborative services infrastructure with tool, processes, knowledge capture and retrieval, expert networks - all driven by collaborative processes shaped by the participants
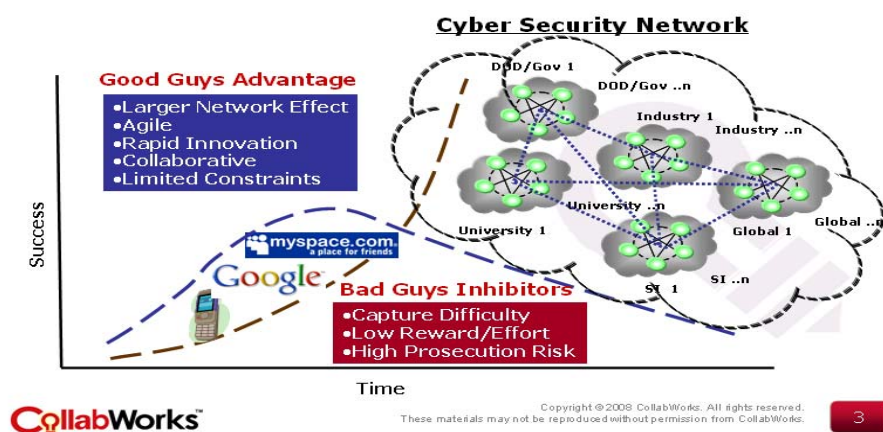- Project solution model which combine social networking, sourcing, and business process management

Vision & Realization

- IT operations will be global, decentralized, with plug and play architectures to leverage virtual computing services (internal and outsourced) where the concept of the perimeter will give way to the concept of a meta management layer with system network, manageability, optimization and security built in. Knowledge and solutions will flow among a participating network of entities as shown below.
- Adversaries will find capturing valued information increasingly difficult and far less rewarding.
- 1000's of entities contributing transparently in an organically growing network.
- 1000's of rapid innovation projects that are driven by users that include both government and industry where suppliers are invited into the process (demand pull, not supplier push0
- Global framework and government standards driven by participating networks not top down standards groups

About Us
CollabWorks™ is bringing the network effect to a network of entities

Our mission: Simplify the processes for effective Entity to Entity Collaboration™.

CollabWorks™ has the expertise, processes, and legal and collaborative infrastructure to help your enterprise build trusted relationships, solve important problems, and share them among a growing network of enterprise participants. These companies leverage their respective strengths and typically save 3-4x over typical outsourcing strategies. By fostering customer collaboration networks, suppliers benefit from consolidated customer requirements and more aligned value chains. Domain experts and thought leaders benefit by extending their skills across a network of enterprise participants.

The Touchstone Consulting Group is a leading provider of specialized strategic management consulting services tailored to the specific needs of government organizations. Since its founding, Touchstone has focused on enabling leaders in both the public and private sectors to realize results on a national-scale.

We collaborate with our government customers to deliver measurable results today and into the future. Specifically, Touchstone's solutions are designed to help government agencies manage complex, technological, and transformational initiatives within tight budgetary constraints and with limited human resources.